

# Leadership Style, Work Motivation and Organizational Culture: How Does It Affect the Employee Performance?

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## **Abstract.**

*The purpose of this study was to determine and analyze the influence of leadership style, work motivation and organizational culture on PG Employee Performance. Asempagus. The research method used is exploratory research, where variables are measured by a Likert scale. The data collection method was carried out by interview (interview), with a questionnaire and documentary study. The population in this study were all PG employees. Asempagus as many as 215 people. Withdrawal of the number of samples with the Slovin formula 68 people. Data processing using SPSS software, with descriptive analysis and hypothesis testing multiple linear regression analysis. The results showed that: (1) partially the leadership style variable affects the performance of PG employees. Asempagus (2) partially work motivation variables affect employee performance at PG. Asempagus; (3) partially organizational culture variables affect employee performance at PG. Asempagus; (4) Simultaneously there is a positive and significant influence between the variables of leadership style, work motivation and organizational culture on employee performance at PG. Asempagus.*

**Keywords:** leadership style, work motivation, organizational culture, employee performance

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## **1. INTRODUCTION**

One that affects employee performance is leadership. Leadership is a classic topic of discussion, but it is still very interesting to research because it determines the sustainability of an organization. Leadership is essentially accountability. The issue of leadership is still very good for research because there is no end to it to be discussed throughout human civilization. Especially in this day and age where the morale and mentality are getting worse. It is like, it is increasingly difficult to find a good leader. Good leaders are actually leaders who are willing to sacrifice and care for others and are serving. However, the reality is different. If we see now our leaders, from the lower layers to the highest layers, from the center to the regions.

Efforts to improve employee performance include paying attention to work motivation. Motivation is a driving force as a result of the interaction process between the attitudes, needs, and perceptions of one's subordinates and the environment. According to [1] there are two factors that encourage employees to work well. Both

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of these factors are factors that can motivate (Motivator). Hygiene factors for the work environment. The factors that can motivate (Motivator) include the factor of achievement (achievement), the factor of recognition / appreciation, the factor of responsibility, the factor of getting progress and developing in work, especially promotion, and factors of the job itself.

In addition to the work motivation of each organization having characteristics that distinguish it from other organizations, these characteristics become an identity for the organization. This characteristic is called organizational culture. Organizational culture refers to the unique relationships of norms, values, beliefs and ways of behaving that characterize how groups and individuals get things done. Organizational culture contains values that must be understood, imbued, and practiced jointly by all individuals / groups involved in it. Culture is related to how the organization builds a commitment to realize the vision, wins the hearts of customers, wins the competition and builds organizational strength, culture determines the progress of every organization, no matter what type of organization it is. Organizational culture is formed from the organizational philosophy and values adopted by human resources in the organization, however, the role of the leader or top management is very large in shaping the organizational culture.

Leadership style, work motivation, and organizational culture are some of the factors that support employee performance. [2] said that leadership style does not have a significant effect on employee performance. [3] also said that leadership style and motivation have no significant effect on employee performance. Meanwhile, according to [4] leadership style has an influence on employee performance. A directive leader has an independent influence on employee performance, while supportive and participative leaders do not affect employee performance. In addition, [5] also said that leadership style has a positive and significant effect on employee performance. Work motivation can improve employee performance . There needs to be motivation given to employees so that they realize that the work they do is very influential on the achievement of company performance. Every employee must know the basic principles of what is done so that they can understand what is produced from what is done. [6].

The objectives of this study were to determine the effect of leadership style, work motivation variables and organizational culture variables partially and simultaneously on employee performance variables with the following research hypothesis:

H1: It is assumed that the leadership style (X1), work motivation variables (X2) and organizational culture variables (X3) have a partial effect on the employee performance variables (Y).

H2: It is assumed that the variable leadership style (X1), work motivation variable (X2) and organizational culture variable (X3) simultaneously influence the employee performance variable (Y).

## II. METHODS

The research was conducted on employees at PG. Asembagus Situbondo with a population of all permanent employees totaling 215 people apart from the leadership. The sampling technique used in this study was probability sampling with proportionate stratified random sampling. Based on the results of the Slovin formula, the sample taken in this study was 68 employees, with each sample for the position / position must be proportional to the population. Primary and secondary data collected were analyzed using the validity test, reliability test, Classical Assumption Test, multiple linear regression analysis, t test, F test and determination test. The variables of this research are the independent variables namely Leadership Style (X1), Work Motivation (X2) and Organizational Culture (X3) and the dependent variable is Performance (Y).

## III. RESULT AND DISCUSSION

Based on the research data collected for both independent and dependent variables processed using the SPSS 22 for Windows 7 program, the multiple linear regression equation, namely  $Y = -2,349E-16 + 0.209X1 + 0.675 X2 + 0.188X3 + e$  shows the meaning and it can be explained the constant value, thus this constant value shows the value of the employee performance variable at PG. Asembagus of Situbondo Regency of  $-2,349E-16$ , if the other variable (dependent variable) is equal to zero or constant. The size of the variable regression coefficient of leadership style (X1), which means that every increase in the variable of leadership style is 1%, then the employee's performance increases by 0.209, assuming other variables (work motivation and organizational culture) are constant. The regression coefficient of organizational culture variable (X2), which means that every increase in the organizational culture variable is 1%, then the employee's performance increases by 0.675, assuming other variables (leadership style and organizational culture) are constant. The regression coefficient of the organizational culture variable (X3) means that every increase in the organizational culture variable is 1%, the employee's performance increases by 0.188 assuming other variables (leadership style and work motivation) are constant. The residual value / possible error of the regression equation model is due to the possibility of other variables that can affect the performance variable (Y) but is not included in the equation model. The standard error of 0.076 means that all variables calculated in the SPSS version 22 for windows7 test have a confounding variable level of 0.076.

**Table 1.** Results of multiple linear regression data analysis

Variables	B	t	Sig.	F	Sig
Constant	-2,349	0,000	1,000	34,909	0,000
Leadership Style	0,209	2,246	0,028		
Work motivation	0,675	8,251	0,000		
Organizational Culture	0,188	2,075	0,042		

The t test shows that the t value for the leadership style variable is 2.246. Meanwhile, the value on the distribution t table 5% is 1.997, then the t count is  $2.246 > t$  table 1.997. namely  $H_0$  was rejected and  $H_a$  was accepted. This is also reinforced by a significant value of  $0.028 < 0.05$ , which means that the variable of leadership style has an effect on employee performance at PG. Asembagus Situbondo. The results of the analysis show that the leadership style has a significant positive effect on employee performance. Based on this test, it can be concluded that the first hypothesis which states that there is a partial influence between leadership style on employee performance at PG. Asembagus Situbondo is welcome. These results indicate that if employees' perceptions of leadership styles increase, employee performance will also increase, and vice versa if employees' perceptions of leadership styles increase, employee performance will also decrease.

The results showed that the respondents were employees at PG. Asembagus Situbondo has known the leadership style of employee performance, which is basically a leader of an agency or leadership office, which is the ability of a leader to control, lead, influence the thoughts, feelings or behavior of others, to achieve predetermined goals. The results of this study are in line with [7] who said that leadership style has a significant influence on employee performance in parsail. [8] also said that leadership style has a positive but insignificant effect on employee performance variables.

The t-count value for the work motivation variable is 8,251. Meanwhile, the value on the 5% distribution table is 1.997, then the t count is  $8.251 > t$  table is 1.997. namely  $H_0$  was rejected and  $H_a$  was accepted. This is also reinforced by a significant value of  $0.000 < 0.05$ , which means that the work motivation variable has an effect on employee performance at PG. Asembagus Situbondo. The results of the analysis show that work motivation has a significant positive effect on employee performance. Based on this test, it can be concluded that the first hypothesis which states that there is a partial influence between work motivation on employee performance at PG. Asembagus Situbondo is welcome. These results indicate that if employees' perceptions of work motivation increase, employee performance will also increase, and conversely if employees' perceptions of work motivation increase, employee performance will also decrease. The results showed that the respondents were PG employees. Asembagus Situbondo has felt that there is work motivation on employee performance at PG. Asembagus Situbondo is concerned with individual loyalty in his work. These perceptions can affect employee performance so that they have a desire to always be enthusiastic in their work. [9], [10] and [3]. The results of his research also state that partially motivation has a positive and significant effect on employee performance.

The t value for this organizational culture variable is 2.075. Meanwhile, the value in the t table of 5% distribution is 1.997, then the t count is  $2.075 > t$  table 1.997, namely  $H_0$  is rejected and  $H_a$  is accepted. This is also reinforced by a significant value of  $0.042 < 0.05$ , which means that organizational culture variables have an effect on

employee performance at PG. Asembagus Situbondo. The results of the analysis show that organizational culture has a significant positive effect on employee performance. Based on this test, it can be concluded that the first hypothesis which states that there is a partial influence between organizational culture on job loyalty in PG. Asembagus Situbondo is welcome. These results indicate that if employees' perceptions of organizational culture increase, employee performance will also increase, and conversely, if employees' perceptions of organizational culture decrease, employee performance will also decrease. The results showed that the respondents were PG employees. Asembagus Situbondo has experienced an organizational culture of job loyalty at PG. Asembagus Situbondo is concerned with individual loyalty in his work. The existence of a good organizational culture in an organization is expected to improve the performance of employees. If the organization has an organizational culture for employees, then employees tend to try to improve their performance. If employees feel the organizational culture that exists in the organization, the employees will try to maintain and even improve their performance in the future. However, if employees feel that the existing organizational culture is not in accordance with what already exists in the organization, then employees tend not to want to try to improve their performance.

The results of the F test for goal 2 in this study show that the value of F counted is  $34.909 > F_{table} 2.75$  with a significant level obtained  $0.000 < 0.05$ , it can be concluded that the research hypothesis ( $H_a$ ) states that leadership style, work motivation and culture the organization simultaneously influences the performance of employees at PG. Asembagus Situbondo is acceptable. The results of this study are in line with [11] that leadership, organizational culture, and motivation have a positive and significant effect on employee performance. [12] also said that organizational culture, leadership style and work motivation have a very strong influence on employee performance.

#### IV. CONCLUSION

The variables of leadership style, work motivation and organizational culture partially or simultaneously affect employee performance at PG Asembagus Situbondo. Strong leadership style at PG. Asembagus can improve employee performance. The existence of work motivation can create a strong motivation for PG employees. Asembagus at work so that it will improve employee performance. Organizational culture at PG. Asembagus is in good condition which can improve employee performance which is getting better.

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